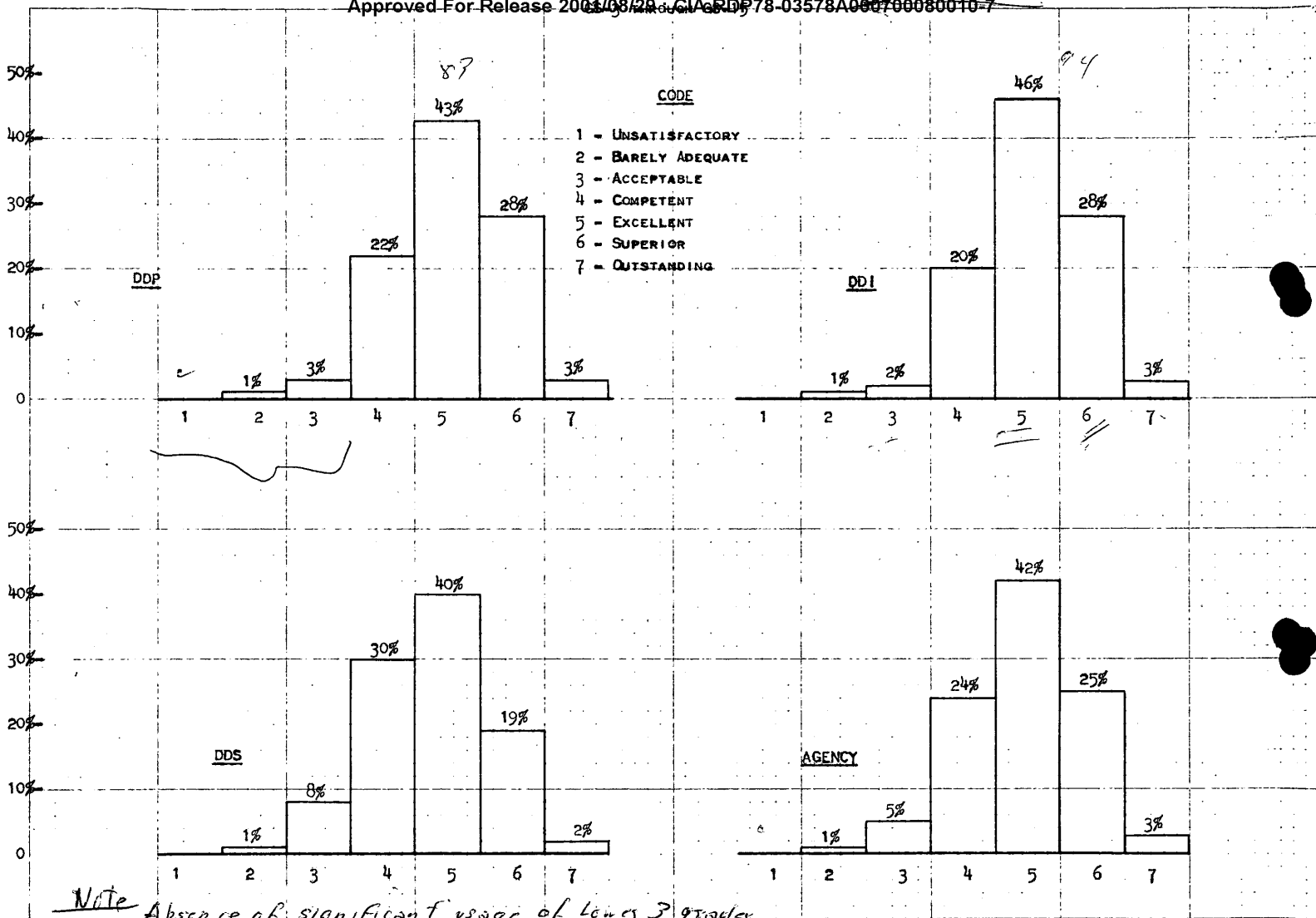


TAB

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DISTRIBUTION OF FITNESS REPORT RATINGS BY CAREER SERVICE FOR 3 SPECIFIC DUTIES

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Note: Absence of significant usage of lower 3 grades

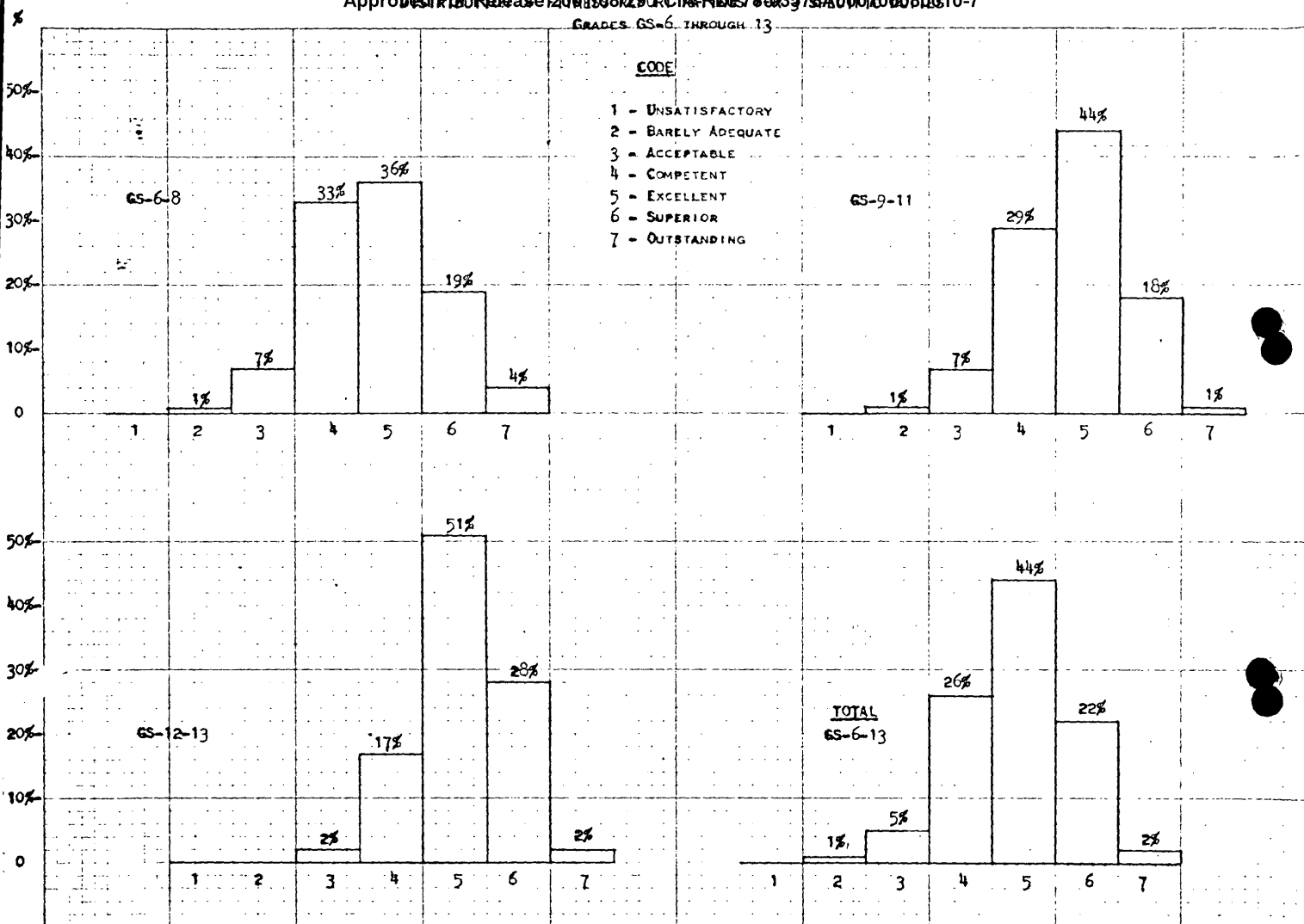
Strong correlation between DDP/DDI

Statistical evidence that lower grades lower the ratings

This probably explains DDP's lower rating level

Approved for Release 2001/08/29 : CIA-RDP86-03579A000700080010-7

GRADES GS-6 THROUGH 13

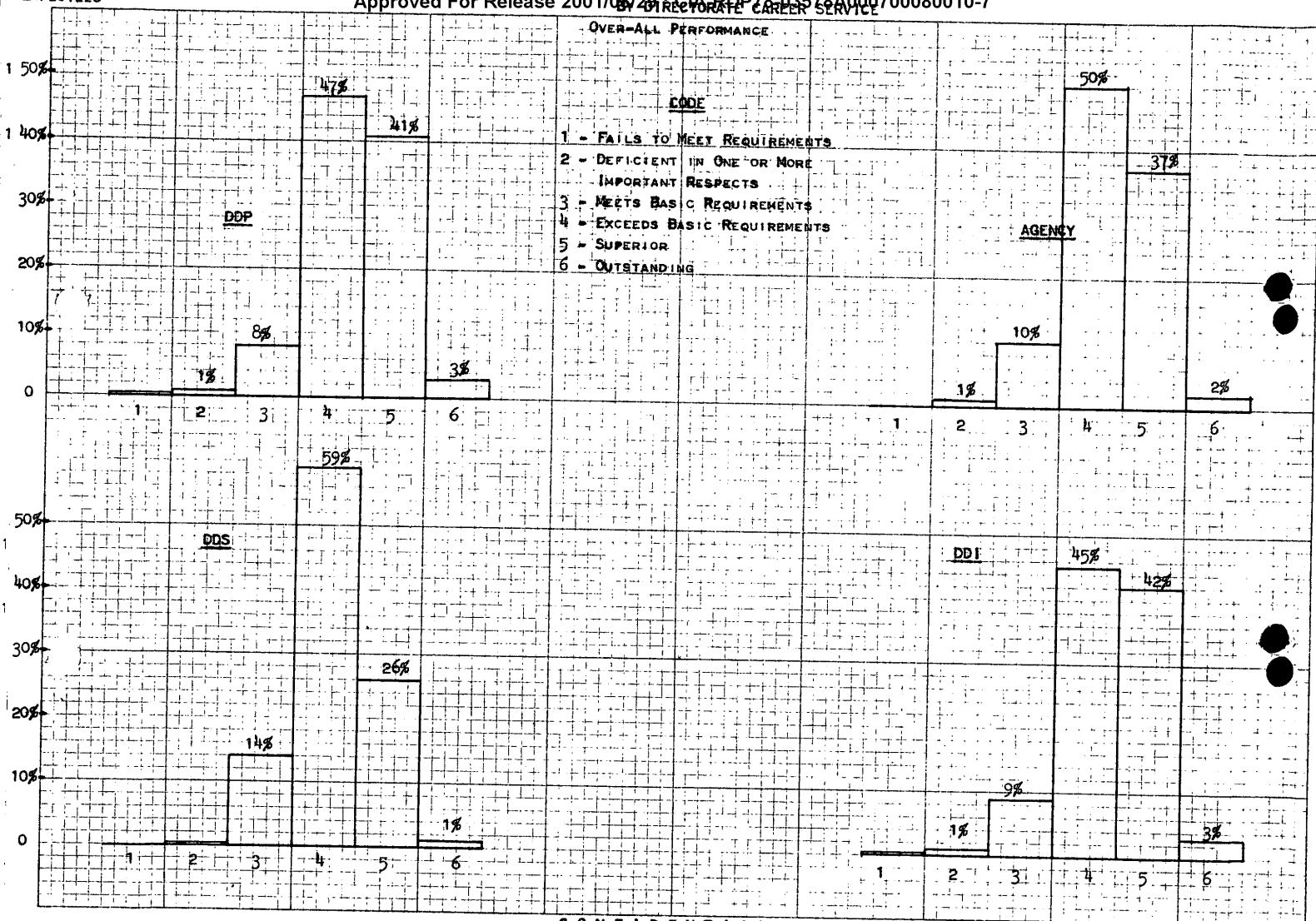


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% DISTRIBUTION OF 1960 FITNESS REPORT RATINGS
Approved For Release 2001/08/29 : CIA-RDP78-03578A000700080010-7

%
EMPLOYEES

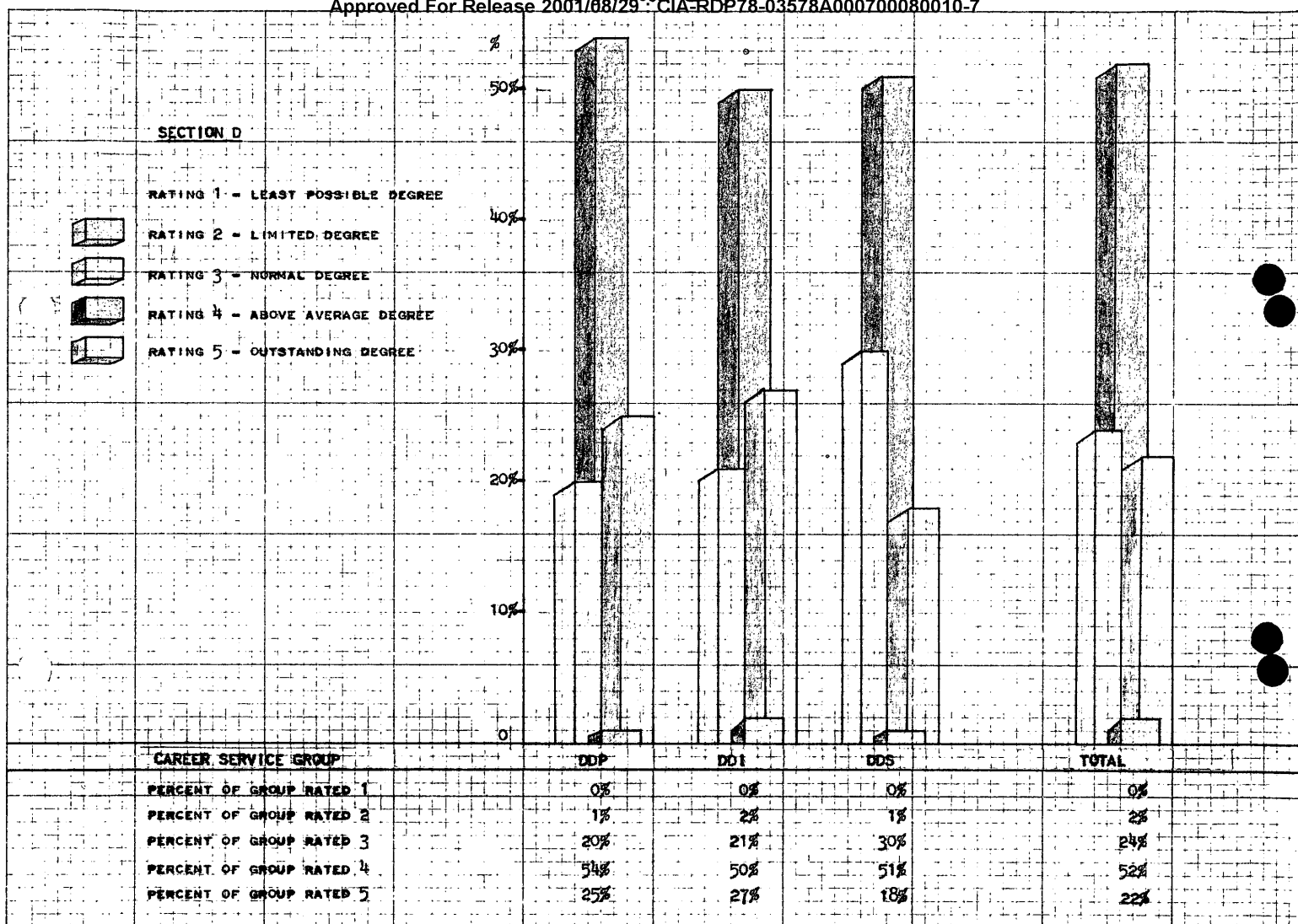


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CONFIDENTIAL
DISTRIBUTION BY CAREER SERVICE OF FITNESS REPORT RATINGS DESCRIPTIVE OF THE EMPLOYEE

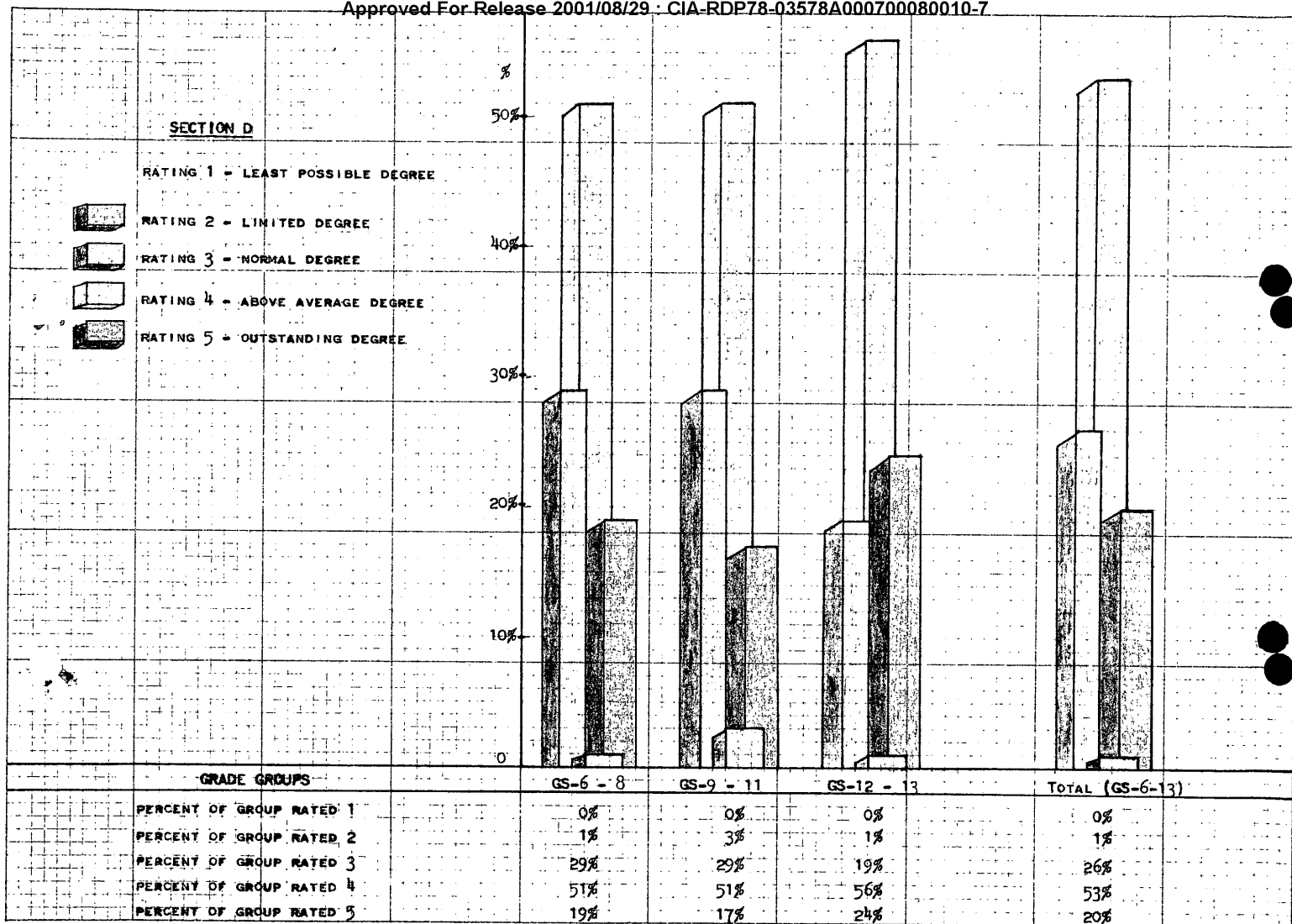
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DISTRIBUTION BY GRADE GROUPS OF FITNESS REPORT RATINGS DESCRIPTIVE OF THE EMPLOYEE
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Next 1 Page(s) In Document Exempt

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SECRET
(When Filled In)**FITNESS REPORT**

EMPLOYEE SERIAL NUMBER

SECTION A**GENERAL**

1. NAME (Last) (First) (Middle)			2. DATE OF BIRTH		3. SEX	4. GRADE
5. SERVICE DESIGNATION		6. OFFICIAL POSITION TITLE			7. OFF/DIV/BR OF ASSIGNMENT	
8. CAREER STAFF STATUS				9. TYPE OF REPORT		
<input type="checkbox"/> NOT ELIGIBLE		<input type="checkbox"/> MEMBER		<input type="checkbox"/> DEFERRED		<input type="checkbox"/> INITIAL
<input type="checkbox"/> PENDING		<input type="checkbox"/> DECLINED		<input type="checkbox"/> DENIED		<input type="checkbox"/> ANNUAL
10. DATE REPORT DUE IN O.P.		11. REPORTING PERIOD		SPECIAL (Specify)		
		From To				

SECTION B**EVALUATION OF PERFORMANCE OF SPECIFIC DUTIES**

List up to six of the most important specific duties performed during the rating period. Insert rating number which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).

1 - Unsatisfactory	2 - Barely adequate	3 - Acceptable	4 - Competent	5 - Excellent	6 - Superior	7 - Outstanding
SPECIFIC DUTY NO. 1		RATING NO.	SPECIFIC DUTY NO. 4		RATING NO.	
SPECIFIC DUTY NO. 2		RATING NO.	SPECIFIC DUTY NO. 5		RATING NO.	
SPECIFIC DUTY NO. 3		RATING NO.	SPECIFIC DUTY NO. 6		RATING NO.	

SECTION C**EVALUATION OF OVERALL PERFORMANCE IN CURRENT POSITION**

Take into account everything about the employee which influences his effectiveness in his current position - performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the rating number in the box corresponding to the statement which most accurately reflects his level of performance.

- 1 - Performance in many important respects fails to meet requirements.
- 2 - Performance meets most requirements but is deficient in one or more important respects.
- 3 - Performance clearly meets basic requirements.
- 4 - Performance clearly exceeds basic requirements.
- 5 - Performance in every important respect is superior.
- 6 - Performance in every respect is outstanding.

RATING NO.

SECTION D**DESCRIPTION OF THE EMPLOYEE**

In the rating boxes below, check (X) the degree to which each characteristic applies to the employee

1 - Least possible degree	2 - Limited degree	3 - Normal degree	4 - Above average degree	5 - Outstanding degree
CHARACTERISTICS				
GETS THINGS DONE				
RESOURCEFUL				
ACCEPTS RESPONSIBILITIES				
CAN MAKE DECISIONS ON HIS OWN WHEN NEED ARISES				
DOES HIS JOB WITHOUT STRONG SUPPORT				
FACILITATES SMOOTH OPERATION OF HIS OFFICE				
WRITES EFFECTIVELY				
SECURITY CONSCIOUS				
THINKS CLEARLY				
DISCIPLINE IN ORIGINATING, MAINTAINING AND DISPOSING OF RECORDS				
OTHER (Specify):				

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SECRET

SECRET
(When Filled In)

SECTION E

APPRAISAL OF EMPLOYEE'S PERFORMANCE

Stress strengths and weaknesses demonstrated in current position. Indicate suggestions made to employee for improvement of his work. Give recommendations for his training. Describe, if appropriate, his potential for development and for assuming greater responsibilities. Amplify or explain, if appropriate, ratings given in SECTIONS B, C, and D to provide the best basis for determining future personnel actions.

SECTION F

CERTIFICATION AND COMMENTS

1. BY EMPLOYEE

I certify that I have seen Sections A, B, C, D and E of this Report.

DATE

SIGNATURE OF EMPLOYEE

2. BY SUPERVISOR

MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION

IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION

IF REPORT IS NOT BEING MADE AT THIS TIME, GIVE REASON.

EMPLOYEE UNDER MY SUPERVISION LESS THAN 90 DAYS

REPORT MADE WITHIN LAST 90 DAYS

OTHER (Specify):

DATE

OFFICIAL TITLE OF SUPERVISOR

TYPED OR PRINTED NAME AND SIGNATURE

3. BY REVIEWING OFFICIAL

I WOULD HAVE GIVEN THIS EMPLOYEE ABOUT THE SAME EVALUATION.

I WOULD HAVE GIVEN THIS EMPLOYEE A HIGHER EVALUATION.

I WOULD HAVE GIVEN THIS EMPLOYEE A LOWER EVALUATION.

I CANNOT JUDGE THESE EVALUATIONS. I AM NOT SUFFICIENTLY FAMILIAR WITH THE EMPLOYEE'S PERFORMANCE.

COMMENTS OF REVIEWING OFFICIAL

DATE

OFFICIAL TITLE OF REVIEWING OFFICIAL

TYPED OR PRINTED NAME AND SIGNATURE

SECRET

Approved Release 2001/08/29 : CIA-RDP78-0300700080010-7

SUBJECT: Corrected Fitness Report Form, Tab B-6 of Career Council
Agenda Item 4

The attached corrected form includes the following changes:

SECTION B

1. Definition of adjective rating "Weak" is changed from "Performance ranges from wholly inadequate to borderline or marginally satisfactory." to "Performance ranges from wholly inadequate to slightly less than satisfactory." X

2. Adjective rating "Effective" is changed to "Proficient."

3. Specific Duties

"List up to six of the most important specific duties . . ."
is changed to "List up to six of the most important specific
duties in order of importance . . ."

SECTION D

1. Statement by Employee

"I ☐ am ☐ am not attaching a statement . . ." is
changed to read: "I ☐ am attaching a statement . . ."

2. Statement by Supervisor

Deletion of specific reasons to be checked if report is
not being made.

SECRET

Approved For Release 2001/08/29 : CIA-RDP78-03578A000700080010-7

DRAFT

FITNESS REPORT				EMPLOYEE SERIAL NUMBER	
SECTION A GENERAL					
1. NAME (LAST) (FIRST) (MIDDLE)			2. DATE OF BIRTH	3. SEX	4. GRADE
6. OFFICIAL POSITION TITLE			7. OFF/DIV/BR OF ASSIGNMENT		8. CURRENT STATION
9. CHECK (X) TYPE OF APPOINTMENT			10. CHECK (X) TYPE OF REPORT		
<input type="checkbox"/> CAREER <input type="checkbox"/> CAREER CONDITIONAL <input type="checkbox"/> SPECIAL (SPECIFY):			<input type="checkbox"/> RESERVE <input type="checkbox"/> TEMPORARY <input type="checkbox"/> INITIAL <input type="checkbox"/> ANNUAL <input type="checkbox"/> REASSIGNMENT SUPERVISOR <input type="checkbox"/> REASSIGNMENT EMPLOYEE		
11. DATE REPORT DUE IN O.P.			12. REPORTING PERIOD (FROM- TO-)		
SECTION B PERFORMANCE EVALUATION					
<p>W - Weak Performance ranges from wholly inadequate to slightly less than satisfactory. A rating in this category requires positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. <i>Use of this rating requires statement of remedial action in Section C.</i></p> <p>A - Adequate Performance meets all requirements. It is satisfactory and is characterized neither by deficiency nor excellence. <i>entirely satisfactory</i></p> <p>P - Proficient Performance is more than satisfactory. Desired results are being produced in a proficient manner. <i>exceptional</i></p> <p>S - Strong <i>of the duties or</i> This rating signifies that the duty or job requirements are performed with <i>exceptional</i> proficiency.</p> <p>O - Outstanding Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.</p>					
SPECIFIC DUTIES <i>Deletent</i>					
List up to six of the most important specific duties in order of importance performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).					RATING LETTER
SPECIFIC DUTY NO. 1					
SPECIFIC DUTY NO. 2					
SPECIFIC DUTY NO. 3					
SPECIFIC DUTY NO. 4					
SPECIFIC DUTY NO. 5					
SPECIFIC DUTY NO. 6					
OVERALL PERFORMANCE IN CURRENT POSITION.					
TAKE INTO ACCOUNT EVERYTHING ABOUT THE EMPLOYEE WHICH INFLUENCES HIS EFFECTIVENESS IN HIS CURRENT POSITION - PERFORMANCE OF SPECIFIC DUTIES, PRODUCTIVITY, CONDUCT ON JOB, COOPERATIVENESS, PERTINENT PERSONAL TRAITS OR HABITS, PARTICULAR LIMITATIONS OR TALENTS. BASED ON YOUR KNOWLEDGE OF EMPLOYEE'S OVERALL PERFORMANCE DURING THE RATING PERIOD, PLACE THE LETTER IN THE RATING BOX CORRESPONDING TO THE STATEMENT WHICH MOST ACCURATELY REFLECTS HIS LEVEL OF PERFORMANCE.					RATING LETTER

Approved For Release 2001/08/29 : CIA-RDP78-03578A000700080010-7

SECRET

SECRET

SECTION C

NARRATIVE DESCRIPTION OF JOB PERFORMANCE

INDICATE SIGNIFICANT STRENGTHS OR WEAKNESSES DEMONSTRATED IN CURRENT POSITION KEEPING IN PROPER PERSPECTIVE THEIR RELATIONSHIP TO OVERALL PERFORMANCE. STATE SUGGESTIONS MADE FOR IMPROVEMENT OF WORK PERFORMANCE. GIVE RECOMMENDATIONS FOR TRAINING. AMPLIFY OR EXPLAIN, IF APPROPRIATE, RATINGS GIVEN IN SECTION B TO PROVIDE THE BEST BASIS FOR DETERMINING FUTURE PERSONNEL ACTION. MANNER OF PERFORMANCE OF MANAGERIAL OR SUPERVISORY RESPONSIBILITIES MUST BE DESCRIBED. *Comment on Foreign Language competence if required in current position*

SECTION D

CERTIFICATION AND COMMENTS

1. BY EMPLOYEE

☒ AM ATTACHING A STATEMENT REGARDING THE RATING IN THIS REPORT

I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT

DATE SIGNATURE OF EMPLOYEE

2. BY SUPERVISOR

MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION

IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION

DATE OFFICIAL TITLE OF SUPERVISOR TYPED OR PRINTED NAME AND SIGNATURE

3. BY REVIEWING OFFICIAL

COMMENTS OF REVIEWING OFFICIAL

DATE OFFICIAL TITLE OF REVIEWING OFFICIAL TYPED OR PRINTED NAME AND SIGNATURE

SECRET

DRAFT

SECRET

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DRAFT

FITNESS REPORT				EMPLOYEE SERIAL NUMBER	
SECTION A GENERAL					
1. NAME (LAST) (FIRST) (MIDDLE)			2. DATE OF BIRTH	3. SEX	4. GRADE 5. SD
6. OFFICIAL POSITION TITLE			7. OFF/DIV/BR OF ASSIGNMENT		8. CURRENT STATION
9. CHECK (X) TYPE OF APPOINTMENT			10. CHECK (X) TYPE OF REPORT		
<input type="checkbox"/> CAREER	<input type="checkbox"/> RESERVE	<input type="checkbox"/> INITIAL	<input type="checkbox"/> REASSIGNMENT SUPERVISOR		
<input type="checkbox"/> CAREER CONDITIONAL	<input type="checkbox"/> TEMPORARY	<input type="checkbox"/> ANNUAL	<input type="checkbox"/> REASSIGNMENT EMPLOYEE		
SPECIAL (SPECIFY):			SPECIAL (SPECIFY):		
11. DATE REPORT DUE IN O.P.			12. REPORTING PERIOD (FROM- TO-)		
SECTION B PERFORMANCE EVALUATION					
<p>W - Weak Performance ranges from wholly inadequate to borderline or marginally satisfactory. A rating in this category requires positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation.</p> <p>A - Adequate Performance meets all requirements. It is satisfactory and is neither characterized by deficiency or excellence.</p> <p>E - Effective Performance is more than satisfactory. Desired results are being produced in a proficient manner.</p> <p>S - Strong This rating signifies that the duty or job requirements are performed with remarkable proficiency.</p> <p>O - Outstanding Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.</p>					
SPECIFIC DUTIES					
List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).					
SPECIFIC DUTY NO. 1					RATING LETTER
SPECIFIC DUTY NO. 2					RATING LETTER
SPECIFIC DUTY NO. 3					RATING LETTER
SPECIFIC DUTY NO. 4					RATING LETTER
SPECIFIC DUTY NO. 5					RATING LETTER
SPECIFIC DUTY NO. 6					RATING LETTER
OVERALL PERFORMANCE IN CURRENT POSITION.					
TAKE INTO ACCOUNT EVERYTHING ABOUT THE EMPLOYEE WHICH INFLUENCES HIS EFFECTIVENESS IN HIS CURRENT POSITION - PERFORMANCE OF SPECIFIC DUTIES, PRODUCTIVITY, CONDUCT ON JOB, COOPERATIVENESS, PERTINENT PERSONAL TRAITS OR HABITS, PARTICULAR LIMITATIONS OR TALENTS. BASED ON YOUR KNOWLEDGE OF EMPLOYEE'S OVERALL PERFORMANCE DURING THE RATING PERIOD, PLACE THE LETTER IN THE RATING BOX CORRESPONDING TO THE STATEMENT WHICH MOST ACCURATELY REFLECTS HIS LEVEL OF PERFORMANCE.					RATING LETTER

Approved For Release 2001/08/29 : CIA-RDP78-03578A000700080010-7

SECRET

SECRET

(When Filled In)

Approved For Release 2001/08/29 : CIA-RDP78-03578A000700080010-7

SECTION C

NARRATIVE DESCRIPTION OF JOB PERFORMANCE

INDICATE SIGNIFICANT STRENGTHS OR WEAKNESSES DEMONSTRATED IN CURRENT POSITION KEEPING IN PROPER PERSPECTIVE THEIR RELATIONSHIP TO OVERALL PERFORMANCE. STATE SUGGESTIONS MADE FOR IMPROVEMENT OF WORK PERFORMANCE. GIVE RECOMMENDATIONS FOR TRAINING. AMPLIFY OR EXPLAIN, IF APPROPRIATE, RATINGS GIVEN IN SECTION B TO PROVIDE THE BEST BASIS FOR DETERMINING FUTURE PERSONNEL ACTION. MANNER OF PERFORMANCE OF MANAGERIAL OR SUPERVISORY RESPONSIBILITIES MUST BE DESCRIBED.

SECTION D

CERTIFICATION AND COMMENTS

1. BY EMPLOYEE

I ☐ AM ☐ AM NOT ATTACHING A STATEMENT REGARDING THE RATING IN THIS REPORT

I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT

DATE

SIGNATURE OF EMPLOYEE

2. BY SUPERVISOR

MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION

IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION

IF REPORT IS NOT BEING MADE AT THIS TIME, GIVE REASON.

EMPLOYEE UNDER MY SUPERVISION LESS THAN 90 DAYS

REPORT MADE WITHIN LAST 90 DAYS

OTHER (Specify):

DATE

OFFICIAL TITLE OF SUPERVISOR

TYPED OR PRINTED NAME AND SIGNATURE

3. BY REVIEWING OFFICIAL

COMMENTS OF REVIEWING OFFICIAL:

DATE

OFFICIAL TITLE OF REVIEWING OFFICIAL

TYPED OR PRINTED NAME AND SIGNATURE

Approved For Release 2001/08/29 : CIA-RDP78-03578A000700080010-7

SECRET

DRAFT

DIRECTIONS FOR COMPLETING FORM 45, FITNESS REPORT**GENERAL****1. POLICY**

It is Organization policy to inform employees of the effectiveness of their work performance. Organization policy also requires that supervisors record at least once each year their opinions and evaluations of the work performance of employees under their jurisdiction. Evaluations will also be made whenever it is necessary or desirable to provide Organization management with information which may be pertinent to future personnel actions affecting these individuals. [REDACTED] outlines policies concerning the requirements for submitting initial, annual, reassignment and special reports, showing the report to the employee and appeals procedure. The Fitness Report, Form 45, is used to record evaluations. However, an evaluation in memorandum form may be substituted for Form 45 for employees in Grades GS-14 and above.

2. SUBMISSION

The Fitness Report will be submitted in triplicate to the Head of the Career Service concerned. The Head of the Career Service will retain one copy and will forward the original and other copy to the Office of Personnel.

3. INITIAL REPORT

A Fitness Report will be prepared for each employee as of nine months after his entrance on duty with the Organization. An initial report need not be made when a Fitness Report has already been made for some other purpose within 90 days prior to the due date of the initial report. The initial report is of particular importance in providing a record of the supervisor's evaluation of the employee before the employee has completed his twelve-month trial period. An initial report may be deferred for a period not to exceed 30 days beyond the due date to provide the supervisor with additional time to evaluate an employee who has been under his jurisdiction for less than 90 days.

4. ANNUAL REPORT

A Fitness Report will be prepared annually for each employee, except when a Fitness Report has been made for some other purpose within 90 days prior to the due date of the annual report. An annual report may be deferred until the employee has been under the jurisdiction of the supervisor for 90 days.

SCHEDULE FOR SUBMISSION OF ANNUAL REPORTS

<u>GRADES</u>	<u>FOR PERIOD ENDING</u>	<u>DUE IN OFFICE OF PERSONNEL</u>	
		<u>FROM HEADQUARTERS</u>	<u>FROM FIELD</u>
GS-1 through GS-5	31 March	30 April	31 May
GS-6 through GS-8	30 June	31 July	31 August
GS-9 through GS-11	30 September	31 October	30 November
GS-12 and GS-13	31 December	31 January	28 February
GS-14 and above	31 March	30 April	31 May

5. REASSIGNMENT REPORT

A Fitness Report will be prepared whenever both the Immediate Supervisor of the employee and the Reviewing Official are changed by the reassignment of the employee. For the purpose of fitness reporting "Immediate Supervisor"

refers to the official who prepares and signs the Fitness Report of the employee concerned. When the supervisor is reassigned and has numerous reassignment reports to prepare he need complete only SECTION B of the Fitness Report.

DRAFT

23 JAN 1962

SECTION A - GENERAL

The items of this section should be completed by the appropriate administrative or personnel officer. Special instructions for completing or omitting items of this part of the report should be carefully observed on Field Transmittal - Fitness Report Form 45a.

SECTION B - EVALUATION OF PERFORMANCE OF SPECIFIC DUTIES AND OF OVERALL PERFORMANCE

Rating Scale

The rating scale as set forth in this section in Form 45, Fitness Report, is to be used to reflect evaluation of Specific Duties and of Overall Performance. In making your selection of the adjective evaluation for Section B and in completion of the narrative in Section C the following factors should be considered as appropriate:

Productivity	Mobility
Decisiveness	Records Discipline
Cooperativeness	Versatility
Initiative	Cost Consciousness
Resourcefulness	Security Consciousness
Supervisory Effectiveness	
Ability to Think Clearly	
Acceptance of Responsibility	
Effectiveness of Written Expression	
Effectiveness of Oral Expression	

Rating of Performance of Specific Duties

In this section the supervisor will list in order of importance the most significant duties the employee has performed during the rating period. Each duty shall be described in sufficient detail to provide information which may be useful later in considering individuals for other assignments. Your evaluation should be recorded by entering the appropriate letter in the box provided for your evaluation of each duty.

Rating of Overall Performance in Current Position

In making this rating the supervisor should take into account the employee's conduct on the job as well as his performance on all specific duties. Each supervisor will weigh these factors in his own mind so as to arrive at a rating which will reflect an employee's overall value on the job.

SECTION C - NARRATIVE DESCRIPTION OF MANNER OF JOB PERFORMANCE

In this section the supervisor describes the employee's demonstrated abilities or deficiencies in the performance of his present job. This may include

comments regarding a specific duty by direct reference to that duty. Any relatively high or low ratings in Section B should be explained or amplified by supporting statements. In addition, the supervisor may comment here on any extenuating circumstances which affects the productivity and effectiveness of the employee. Comment should be made on the relative performance of the person being rated with other people known to the rater doing comparable work. In commenting on the performance of managerial or supervisory responsibilities, abilities and skills in such as the following should be considered:

Delegation of responsibility
Establishment and maintenance of clear lines of authority
Use of personnel, space, equipment, funds, etc.
Formulation and coordination of programs
Developing teamwork

SECTION D - CERTIFICATION AND COMMENTS

The person being rated may attach to his fitness report a memorandum concerning any part of the report. The memorandum will be attached to the original for inclusion in the Official Personnel Folder.

Reviewing officials are responsible for assuring that all reports made by rating officials under their jurisdiction are consistent and reflect uniform standards of reporting. Through counseling and supervision of rating officials, the reviewing officials can play a major role in improving the operation of the Fitness Report program.

In addition, reviewing officials should as a matter of practice submit a brief narrative evaluation of the performance and potential of the individual being rated, noting the degree to which he is personally familiar with the individual and his work. Even though the reviewing official may not be able to evaluate the individual from first-hand experience with him, it is likely that the reviewing official may be able to contribute useful information concerning future utilization or training of the individual based on the review of his record of performance and assignments.

Some disagreement between the supervisor and the reviewing official when preparing evaluations is not unusual. In a situation where there are significant discrepancies between the evaluation of the supervisor and the reviewing official, the Director of Personnel will discuss the report with the Head of the Employee's Career Service to determine whether corrective action is appropriate.

Approved For Release 2001/08/29 : CIA-RDP78-03578A000700080010-7

TAB C

Approved For Release 2001/08/29 : CIA-RDP78-03578A000700080010-7

CIA INTERNAL USE ONLY

This Notice Expires 1 March 1963

PERSONNEL

HN
1 March 1962

REVISED FITNESS REPORTING PROGRAM

1. This Notice establishes a revised Fitness Report, Form 45. The changes have resulted from an extensive study of Agency-wide experience with the previous form. While no basic policy changes are instituted various changes have been made in the format and instructions in order to bring about greater uniformity in rating standards.

2. The principal changes in the revised form and instructions are as follows:

A. IDENTIFYING INFORMATION

Provision has been made to reflect current personnel categories (Career, Career Conditional, Reserve, Temporary, etc.)

B. RATING STANDARDS

A five point adjectival scale, which is defined on the form, has been provided for the rating of specific duties and overall performance. It is believed that clear and precisely defined rating standards will result in more uniform interpretation and application by supervisors throughout the Agency.

C. DESCRIPTION OF THE EMPLOYEE

The rating of personal characteristics on the basis of a five degree scale in the previous fitness report form has been discontinued. The revised instructions call for the consideration of personal characteristics in making evaluations of the performance of specific duties and of overall performance; the new instructions also call for comment on important personal characteristics in the Narrative Description of Job Performance.

D. NARRATIVE DESCRIPTION OF JOB PERFORMANCE

The instructions have been modified and amplified to set forth the scope and nature of narrative description desired. Supervisors are urged to include information in their narrative description on; personal characteristics, qualifications, training, development and future assignments. Relatively high or low ratings on the performance of specific duties or on overall performance should be explained in this section. Comment should also be made here on the relative performance of the person being rated with other people known to the rater doing similar work.

E. CERTIFICATION AND COMMENTS

Revisions have been effected in the fitness report form and the instructions have been amplified in an effort to have reviewing officials play a greater role in the evaluation of personnel.

HN

PERSONNEL
1 March 1962

The responsibility of reviewing officials for the maintenance of consistent and uniform standards of reporting within their jurisdiction has been emphasized and, in addition, they have been encouraged to provide a brief narrative evaluation covering performance, potential and utilization of the person being rated in the additional space provided in the report.

A significant addition to the form is an item in which the individual states whether he has appended a comment. This will call the attention of using officials to such comments.

3. The revised Fitness Report, Form 45, Directions for Completing Form 45, Fitness Report and Field Transmittal Form 45 A, are to be used effective _____.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. K. WHITE
Deputy Director
(Support)

DISTRIBUTION: ALL EMPLOYEES

CONFIDENTIAL

Approved For Release 2001/08/29 : CIA-RDP78-03578A000700080010-7

BRIEF FOR THE CIA CAREER COUNCIL

24 JAN 1962

SUBJECT: Fitness Reporting

I. BACKGROUND

Statutory exemption from the Performance Rating Act of 1950 permits the Agency to develop and establish its own employee rating system. Various kinds of fitness reporting systems have been used by the Agency in the past (Tab A). Under the leadership of the Career Council, a great deal of coordinated effort and careful consideration have gone into the development, installation, and improvement of these systems. Fitness Report, Form 45, currently in use, was developed during 1958 by a Task Force of Senior officials from all parts of the Agency. After approval by the Career Council it was put into effect on January 1, 1959. This report is largely a combination of those parts of previous Fitness Report Forms which, in the opinion of the Task Force, had proven most useful and acceptable for employee evaluation purposes.

II. EVALUATION OF CURRENT REPORTING SYSTEM

Fitness Report evaluations are used extensively in selecting personnel for assignment, for competitive promotion and for training. They are also used in determining nominations of individuals for selection-out and in ranking personnel on relative retention lists for surplus categories of personnel. The maintenance of Fitness Report records on a current basis requires constant follow-up on the part of management. Slowness in submitting reports has been attributed in some part to a lack of satisfaction of supervisors with the reporting system and the report currently in use.

The Career Council at its 65th Meeting on 25 May 1961 directed that a report on the fitness reporting system be prepared including tabulations illustrating significant deviations in standards and practices. In view of this an examination of a large group of Fitness Reports was made. Also a review was completed on comments and suggestions on Fitness Reporting which were received voluntarily and upon solicitation from operating officials, Career Service representatives, personnel officers and employees.

This study revealed that the current fitness reporting system has been satisfactory. However, it is considered desirable at this time to make further improvements by simplifying and clarifying the rating standards and making other changes in the fitness report form and reporting system. The problem areas are highlighted in the proposed summary together with their proposed solutions.

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PROBLEM

1. The current Fitness Report, Form 45, provides in Section B for rating specific duty performance on a 7 point scale set up in equal intervals from "1-Unsatisfactory" to "7-Outstanding". It also provides for an overall rating, in Section C, on a six point scale of equal intervals, each letter described in sentence form. This difference in scale value was intentionally designed to avoid attempts to average the ratings on specific duties to derive the overall rating. Such averaging would not give weight to good or bad performance on single duties according to their relative importance. This result has not been achieved.
2. Rating of Personal Characteristics (Section D, Form 45). Our experience has indicated that the results are of doubtful validity and that users of the ratings have not found it useful.
3. There have been indications of inadequate participation by Reviewing Officials. This has been exemplified by failure to document agreement or disagreement with ratings and, on some occasions, Reviewing Officials indicate disagreement without explanation.
4. There is no space provided on the current Fitness Report, Form 45, for a person to show he has attached to the form a memorandum regarding any part of his rating.
5. The current form does not place sufficient emphasis on the rating of managerial and supervisory responsibilities.

SOLUTION

1. The proposed revision of the form provides for rating both specific duties and overall performance on a 5-point scale with adjectives describing each level. The intervals on the scale are not even: Only one rating level is assigned to less-than-satisfactory performance but four levels are provided for discriminating among degrees from Satisfactory (Adequate) to Outstanding.
2. Eliminate this manner of evaluation of personal characteristics and make provision in other parts of the report for such evaluation. A low or high evaluation of a personal characteristic is better handled through a comment in the narrative section of the report.
3. Eliminate the opportunity in current Fitness Report, Form 45, for Reviewing Officials to merely check a box on the form to indicate their evaluation of the individual. Additional space is provided on the proposed form for the Reviewing Officials to enter their comments. Proposed instructions for the new fitness report form describe aspects of the ratings on which the Reviewing Official might desire to comment.
4. Provision has been made on the proposed Fitness Report Form and in the instructions for the individual to indicate that he has attached a memorandum regarding his rating should he so desire.
5. The revised form and the instructions give greater stress to this requirement.

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III. CONCLUSIONS

Improvements in the Agency Fitness Reporting System are advisable at this time:

- a. The proposed changes in the Fitness Reporting System and the revised form will provide more useful information to meet Agency personnel management requirements.
- b. Improved instructions to accompany the Fitness Report Form will be valuable in introducing the revised form.
- c. Short training courses for supervisors, personnel or administrative personnel should be conducted at the time the form is put into effect.

IV. RECOMMENDATIONS

- a. Form 45, Fitness Report, be revised in accordance with sample proposed in TAB B-6.
- b. Directions for preparing Fitness Report, Form 45, Revised, be approved for publication (TAB B-7).
- c. An All Employee Notice be published to announce the inauguration of the new reporting system and form, TAB C.

FITNESS REPORT FORMS

1949 through 1961

<u>Date Used</u>	<u>Form Number and Title</u>	<u>Purpose</u>	<u>Tab</u>
1949 - 52	Report of Efficiency Rating, Civil Service Form 51	Efficiency Rating Form for Headquarters Personnel	A-1
	Status and Efficiency Report, Agency Form 51-53	Fitness, Qualification, and Assignment Preference Report for Field Personnel	A-2
Aug 52 Sep 54	Personnel Evaluation Report, Form 37-151	Fitness Report and Career Planning Document - All Personnel	A-3
Mar 54 Dec 55	Career Selection Report Form 37-189	Fitness Report and To Provide Information in Connection with Selection of Employee into the Career Staff	A-4
	Fitness Report Form 45 (1-55)	Same	A-5
Jan 56 Dec 58	Fitness Report (Two Part Form) Form 45 (11-55)	Fitness Report on Performance Combined with Analysis of Potential. Latter Part of Form Not Shown to Employee	A-6
Jan 59 to Present	Fitness Report Form 45 (8-58)	Current Fitness Report Form	A-7

NOTE: Copies of the above forms are available in Plans Staff, 262 Curie, if desired. Because of bulk, they have not been attached as tabs to this study.

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TAB B

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STUDY OF FITNESS REPORTING

1. Approach Used

A study of the effectiveness of the current Fitness Reporting System was accomplished through the examination of a representative sample of 300 Fitness Reports completed during 1960 and through the review of comments and suggestions on fitness reporting received voluntarily or upon request from supervisors, personnel officers, and employees. In addition, the statistical distribution of ratings on overall performance for [REDACTED] reports prepared during 1960 was tabulated and analyzed. The conclusions of this review and the suggestions advanced to correct deficiencies noted are set forth in the following sections.

2. Rating Standards

A. Tabulations of the distribution of fitness report ratings on Performance of Specific Duties, Overall Performance and Description of the Employee are presented in Tabs B-1, 2, 3 and 4. They show the following:

(1) Performance of Specific Duties

The ratings given to three specific duties were used for this analysis. The profiles for the three major directorates show a very close similarity in the use of the seven degree rating scale (Tab B-1). Rating Number One, Unsatisfactory, was not used at all, and Rating Number Seven, Outstanding, was used to a remarkably close degree. The percentage of use of Ratings Three, Four, Five and Six were very close for the DD/I and DD/P whereas in the DD/S area lower ratings were given. A comparative distribution of the ratings of the first three specific duties of a proportionate sample from each of the individual career services of the three major directorates is presented in Tab B-4. This reveals the same pattern as mentioned immediately above. This analysis also included a breakdown by the following grade groupings: GS 6-8; GS 9-11; and GS 12-13. A direct relationship of higher ratings for higher grades was evident.

(2) Overall Performance in Current Position

Rating of Overall Performance employed the use of a six-degree rating scale. As in the case of the seven-degree scale used for rating Specific Performance, Rating Number One was used extremely infrequently (Tab B-2). While there was a high degree of similarity in the profiles for the grade groupings GS 6-8 and GS 9-11, it was again evident that the higher the grade the higher the frequency of higher ratings.

The distribution of Overall Ratings by major directorate was very similar to those for Specific Performance. The DD/I and DD/P assigned more ratings at the two higher levels of rating, Superior and Outstanding, than the DD/S; however, the three directorates compare very closely when the three top levels of rating are combined.

(3) Description of the Employee

A five-degree rating scale was used for this purpose. Tab B-3 shows a high degree of similarity in the assignment of ratings both when viewed from a Career Service standpoint and from a grade grouping standpoint. The highest rating, Five, Outstanding, was assigned to approximately twenty percent of the items rated. This is a considerably greater use of the Outstanding Rating for this purpose than in the evaluation of the Performance of Specific Duties or Overall Performance. Characteristic of this analysis the individual DD/I and DD/P Career Services employed the two higher ratings, Above Average Degree and Outstanding Degree, more frequently than those of the DD/S, (Tab B-4).

(4) The averages for all ratings for each of these rating categories are as follows:

<u>Rating Category</u>	<u>Rating Scale</u>	<u>Agency Average</u>
	(Seven Degree Scale)	
Specific Duties	4 Competent 5 Excellent 6 Superior	5.0 Excellent
	(Six Degree Scale)	
Overall Performance	4 Clearly Exceeds Requirements 5 Superior in Every Important Respect	4.3
	(Five Degree Scale)	
Description of the Employee	3 Normal Degree 4 Above Average 5 Outstanding	4.0 Above Average

B. The nature of the distribution of Fitness Report ratings and averages in the foregoing might raise questions and point to conclusions such as the following:

- (1) The use of three separate rating scales of five, six and seven degrees makes it difficult for a supervisor to apply standards clearly and uniformly to the three separate rating categories used in the report.
- (2) In the use of Fitness Reports for personnel management purposes, a difficulty, similar to that in (1) above, exists causing management officials to usually focus on the rating for Overall Performance, and the narrative statement in their interpretation of a Fitness Report.
- (3) Inasmuch as the performance of nearly all Agency personnel clearly or greatly exceeds the requirements of their positions, are our people overqualified for the work? Or, are our standards of performance established too low? Or, is the terminology used for our rating standards confusing and unclear? (We have long maintained that our qualifications standards are high and the requirements of most of our work difficult and demanding.)
- (4) Reviewing Officials may be encouraging unrealistic rating practices by their failure to play an active role in the application of rating standards and contribution to the evaluation of the individual.
- (5) Rating officials may be inadequately trained in the important supervisory function of employee evaluation and fitness reporting.

C. Although some validity may be accorded to each of the above possible conclusions, there are a number of extenuating circumstances which also must be given careful consideration in any attempt to improve our rating practices:

- (1) Difficulty in stating, understanding and interpreting rating standards is not limited to CIA but has long existed in other agencies, the military services and in private organizations. Despite constant efforts to achieve valid rating programs, no one system has yet emerged as conspicuously successful. Our current fitness report form is generally regarded as superior to or at least as good as any previously used.
- (2) In CIA, it is difficult to provide adequate recognition for individuals who perform well. The Fitness Report thus serves an important purpose of recognizing on the record good or exceptional achievement and performance. The trend, understandably, has been to take a liberal approach in the interest of management-employee relations. This approach has been justified particularly for small overseas units where close and harmonious supervisor-employee association is imperative to successful operation.

- (3) Most Agency assignments do not lend themselves to precise definition and description nor to the establishment of formal standards of performance. Characteristically, our system has long recognized that the capabilities of the individual influence what his position, its requirements, and frequently, the grade level will be. Thus, the individual and the job are more nearly synonymous in CIA than in most organizations, a fact which complicates the use of job requirements as a standard for measuring effectiveness of performance.
- (4) Perplexing problems have arisen when Career Service officials have sought to take adverse action against an employee frankly acknowledged to be substandard but whose Fitness Report faithfully documents his performance and capability over the years as consistently distinguished.
- (5) In recognition of the need for improving existing employee evaluation practices, several of our Career Service Heads and operating officials have made and are making genuine and aggressive efforts to obtain realistic ratings. Some successes have been achieved, but a unified, Agency-wide effort in this respect has not been undertaken.

The above characteristics of fitness reporting in the Agency have been taken into account in developing the proposal which follows for revising the fitness reporting program. Early in our review, we concluded that it would be preferable and more acceptable to employees and supervisors alike to institute revised rating standards and practices coupled with the introduction of a substantially new fitness report form rather than attempting major readjustments in rating while continuing to use the existing rating scales and form.

3. Numerical Rating Scales

The current Fitness Report Form, Tab B-5, uses separate and independently defined rating scales for evaluating performance of Specific Duties, Overall Performance, and Employee Characteristics in Sections B, C and D, respectively. The scales have seven, six, and five degrees of discrimination in order to eliminate standardization or direct comparison between the respective factors rated. In practice, however, the variance in rating scales and the necessity to use a different adjectival or descriptive definition of the scale for each part of the Fitness Report have caused complications and misunderstandings and detracted from the acceptance of the Report. Some of the complications may have resulted from the fact that, based on a strict comparison of the degree definitions, there are literally nine (9) distinguishable degrees of ratings now in use.

<u>Degree</u>	<u>Section B Specific Duties</u>	<u>Section C Overall Performance</u>	<u>Section D Employee Characteristics</u>
1.	Unsatisfactory (1)	Fails to Meet Requirements (1)	Least Possible Degree (1)
2.	Barely Adequate (2)	Limited Degree (2)
3.	Meets Most Requirements; (2) Deficient in One or More Important respects
4.	Acceptable (3)
5.	Competent (4)	Meets Basic Requirements (3)	Normal Degree (3)
6.	Exceeds Basic Requirements (4)	Above Average (4)
7.	Excellent (5)
8.	Superior (6)	Superior (5)
9.	Outstanding (7)	Outstanding (6)	Outstanding (5)

Comments received from supervisors, personnel officers, and employees (including several independent employee suggestions submitted under the Suggestions Awards Program) favor simplification and standardization of the rating scale. Accordingly the revised rating scale proposed in Section B is designed to eliminate difficulties occasioned by the incongruous rating scales in the present form.

4. Content and Format of the Fitness Report

The following paragraphs summarize findings with respect to the effectiveness of the various major sections of the Current Fitness Report, Form 45, Tab 5, and outline recommended changes. A revised Form 45, incorporating the changes, is attached as Tab B-6.

(1) Section A - General Form 45

This section covers basic data identifying the employee and and his status. Changes are required to indicate category of employee to replace section currently titled "Career Staff Status".

- (2) There was general agreement that specific major duties warrant individual evaluation on an adjective scale, but the current seven degree rating must be simplified. There was also a proposal that each specific duty receive a narrative evaluation. A five degree

scale has been provided in the proposed form, however, a narrative evaluation of specific duties is not planned. The revised instructions state that a rater may use Section C, Narrative Description of Job Performance (proposed form) for comments regarding a specific duty by direct reference to that duty.

(3) Section C - Evaluation of Overall Performance

The consensus was that an adjective rating scale for evaluating overall performance was essential to the purposes a fitness report should serve in the Agency. Most comments received emphasized that it should be made clear that each employee is being compared with others of similar level and type of work in CIA as well as against his job--not with the population at large. This comparison can only be made within a framework of the rater's knowledge of other people doing similar work. The same five-degree rating scale that is used for the rating of specific duties is also to be used for overall performance. In addition, the instructions provide for comment in the narrative on the relative performance of the person being rated with other people known to the rater doing similar work.

(4) Section D - Description of the Employee

The weight of opinion by users of the Report is that the ratings of specific characteristics are not very meaningful and could well be discontinued. It was pointed out that such characteristics as "Gets Things Done", "Resourceful", "Writes Effectively", and the like would, if applicable to the job performed, be considered in the level of rating accorded specific duties and also in the narrative evaluations of performance. Accordingly, the purpose of this section might be served equally well if the Fitness Report directions (Tab B-7) include instructions to the following effect:

"In the evaluation of the manner of performance of specific duties and overall job performance, the following factors will be considered and specifically commented upon when they are considered of significance in the job:

Productivity	Mobility
Decisiveness	Records Discipline
Resourcefulness	Versatility
Supervisory Effectiveness	Cost Consciousness
Ability to Think Clearly	
Acceptance of Responsibility	
Effectiveness of Written Expression	
Effectiveness of Oral Expression	

Section D could then be eliminated, and the report thereby simplified without losing any vital elements.

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(5) Section E - Narrative Description of Manner of Job Performance

This narrative section is acknowledged by virtually all users as the most informative and reliable part of the Fitness Report. Its retention is unanimously desired. In fact, several suggestions were to expand this section by providing additional space and establishing separate subsections to assure receipt of narrative comments on items such as strengths, weaknesses, potential, recommended training and future assignments, and suitability for overseas. It will be noted that this type of approach was used for several years by the Agency, Form 37-151, May 1952, Tab A-3, and to a lesser degree on succeeding report forms. The approach was abandoned, however, by the Council Task Force in developing the current form. The Task Force reasoned that greater flexibility and more useful narrative information would result if we do not force raters into following a rigid pattern but merely provide guide lines as to coverage. Results since then have proven generally satisfactory and support the Task Force position. However, as a further improvement it is considered desirable to require descriptions in this section of supervisory and management responsibilities in addition to their being listed and rated among Specific Duties in Section B.

Raters will be expected to sum up characteristics of performance--in comparison to job requirements and in relation to that of other individuals doing similar work--and will include information on personal characteristics, qualifications, potential for future job assignments, and training or developmental assignments recommended.

(6) Section F - Certification and Comments

Few comments or suggestions were received as to the use or continuance of this section. It was found that the subsection which provides that the supervisor return the blank form with explanation when a report is not being made was serving little useful purpose and can be eliminated to save paper work. The same effect can be achieved through using other sections of the report for this purpose. The proposed instructions will so indicate.

In Section D, 1 space has been provided for the person being rated to check a box to indicate that he has attached a memorandum regarding the report, should he desire to submit one.

In the subsection providing for Certifications and Comments by the Reviewing Official, it is noted that in about 96% of the cases, the Reviewing Official would have given the employee about the same evaluation; in 1% the Reviewing Official would have rated the employee higher; in 1% lower. In 2% of the cases, the Reviewing Official was not sufficiently familiar with the employee's

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performance to evaluate. In only about 10% of the 96% did the Reviewing Official make comments which could be judged as contributing substantially to the usefulness of the report.

The role of the Reviewing Official and his accountability for endorsement of Fitness Report ratings have not been strongly emphasized in most parts of the Agency. We believe that more positive action by the Reviewing Official will greatly help in achieving a realistic rating program, and accordingly recommend that a narrative evaluation by the Reviewing Officer be encouraged. In the new Section D-3 we would hope that the Reviewing Officer will state why he would give the employee the same or different evaluation and amplify the rating official's comments on the employee's overall evaluation. Present procedures for resolving wide divergencies of opinion between rater and reviewer by the Director of Personnel and the head of the Career Service concerned and for notifying employees would be continued.

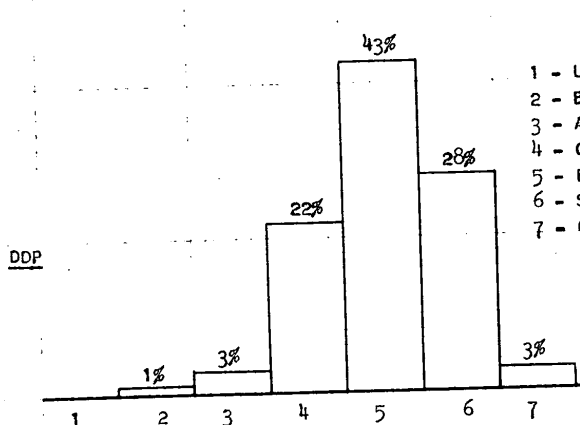
5. Proposed Fitness Report Form (Tab 6)

Recommendations made in the preceding Section 4 are incorporated in the form together with the basic instructions considered necessary. This form will be supplemented by a more detailed Instruction (Tab 7).

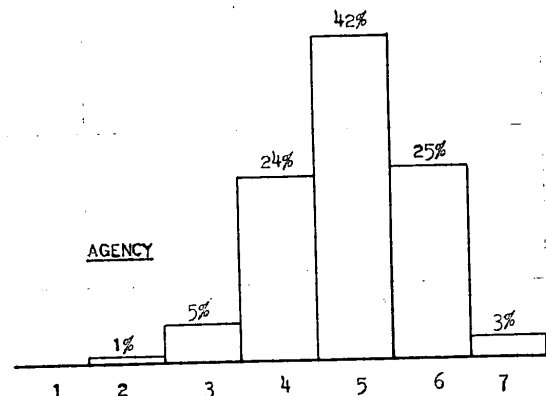
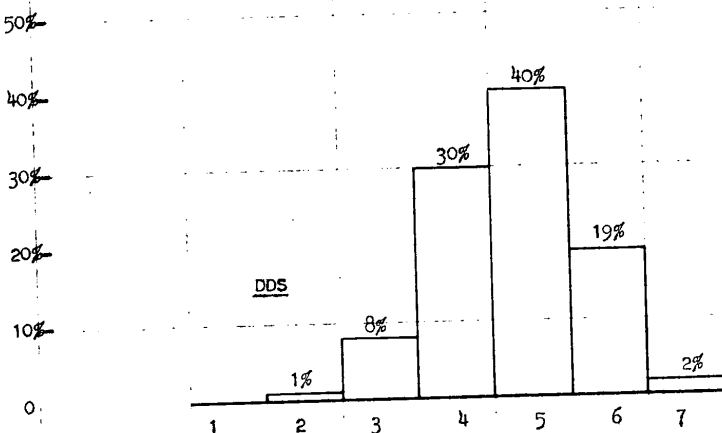
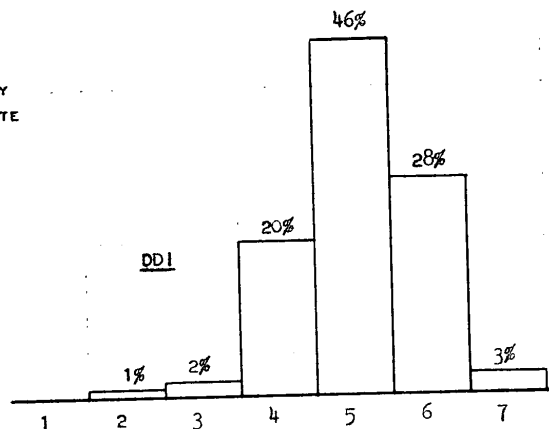
6. Fitness Report Procedures

Regulation [REDACTED] Fitness Report, established current procedures which are consistent with the recommendations of this study. The scheduling of reports by grade groups with timing related to promotion considerations has been found to be useful. The use of memorandum in lieu of Fitness Report for GS-14 and above personnel is recommended with the understanding that the content of the memorandum will be generally consistent with the evaluations called for in the revised Fitness Report Form.

- Tab 1 - Evaluation of Specific Duties
- Tab 2 - Evaluation of Overall Performance in Current Position
- Tab 3 - Description of Employee
- Tab 4 - Tabulation of Fitness Report Ratings by Career Service & Grade
- Tab 5 - Current Form 45
- Tab 6 - Proposed Form 45
- Tab 7 - Instructions for Fitness Report



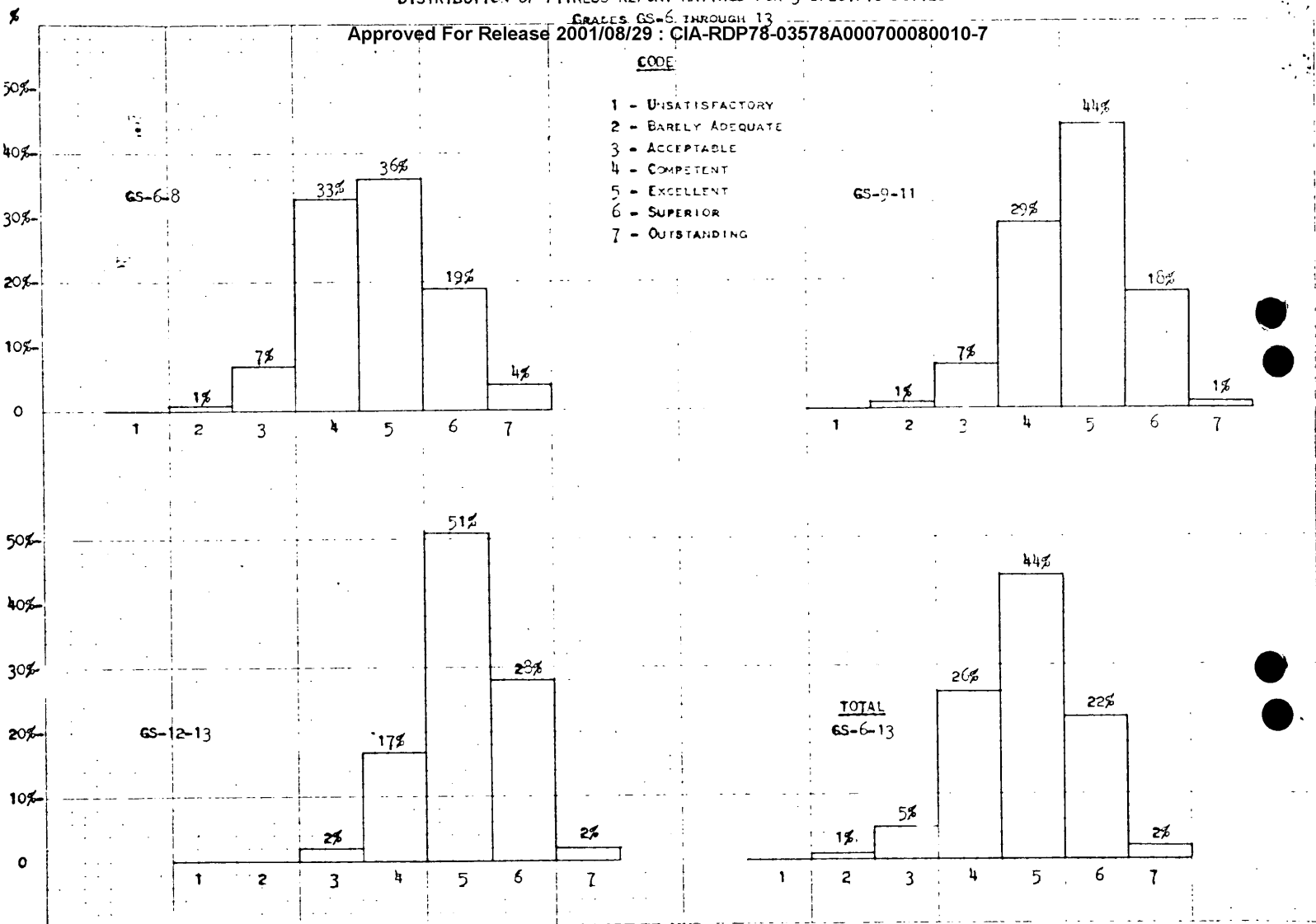
CODE
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 2 - BARELY ADEQUATE
 3 - ACCEPTABLE
 4 - COMPETENT
 5 - EXCELLENT
 6 - SUPERIOR
 7 - OUTSTANDING



DISTRIBUTION OF FITNESS REPORT RATINGS FOR 3 SPECIFIC DUTIES
 GRADES GS-6 THROUGH 13
 Approved For Release 2001/08/29 : CIA-RDP78-03578A000700080010-7

CODE

- 1 - UNSATISFACTORY
- 2 - BARELY ADEQUATE
- 3 - ACCEPTABLE
- 4 - COMPETENT
- 5 - EXCELLENT
- 6 - SUPERIOR
- 7 - OUTSTANDING



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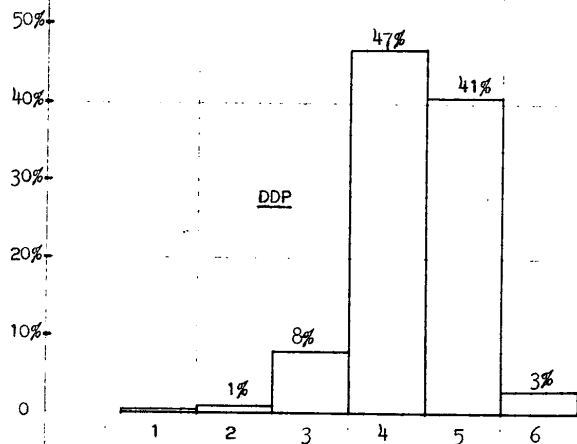
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% DISTRIBUTION OF 1960 FITNESS REPORT RATINGS

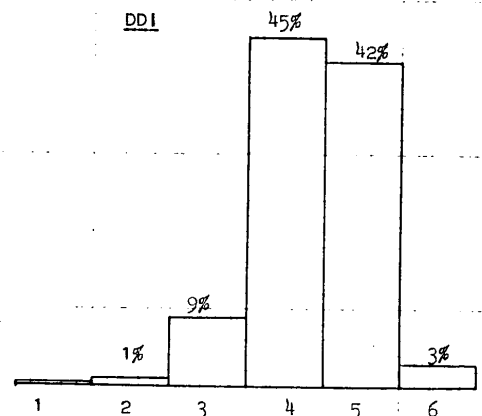
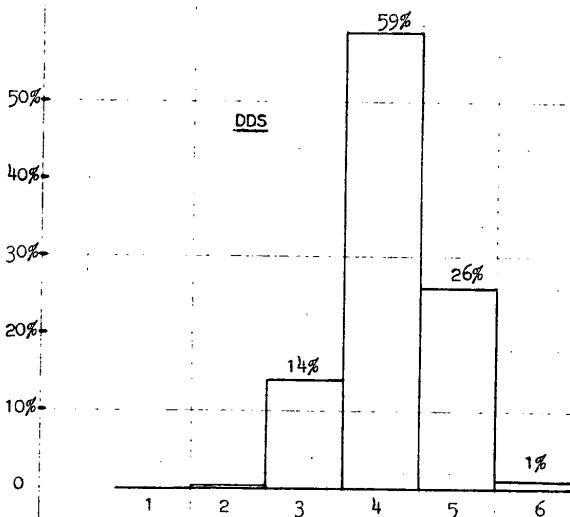
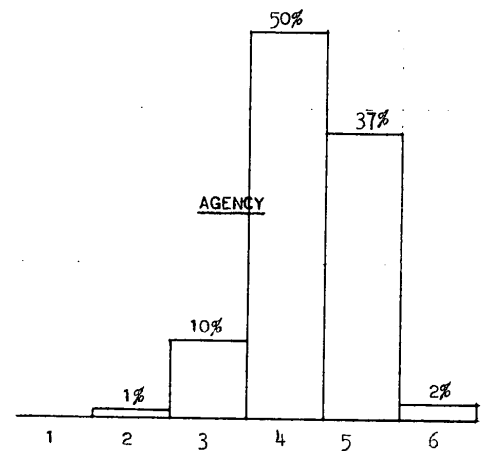
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BY DIRECTORATE CAREER SERVICE
OVER-ALL PERFORMANCE

%
EMPLOYEES



- CODE
- 1 - FAILS TO MEET REQUIREMENTS
 - 2 - DEFICIENT IN ONE OR MORE IMPORTANT RESPECTS
 - 3 - MEETS BASIC REQUIREMENTS
 - 4 - EXCEEDS BASIC REQUIREMENTS
 - 5 - SUPERIOR
 - 6 - OUTSTANDING



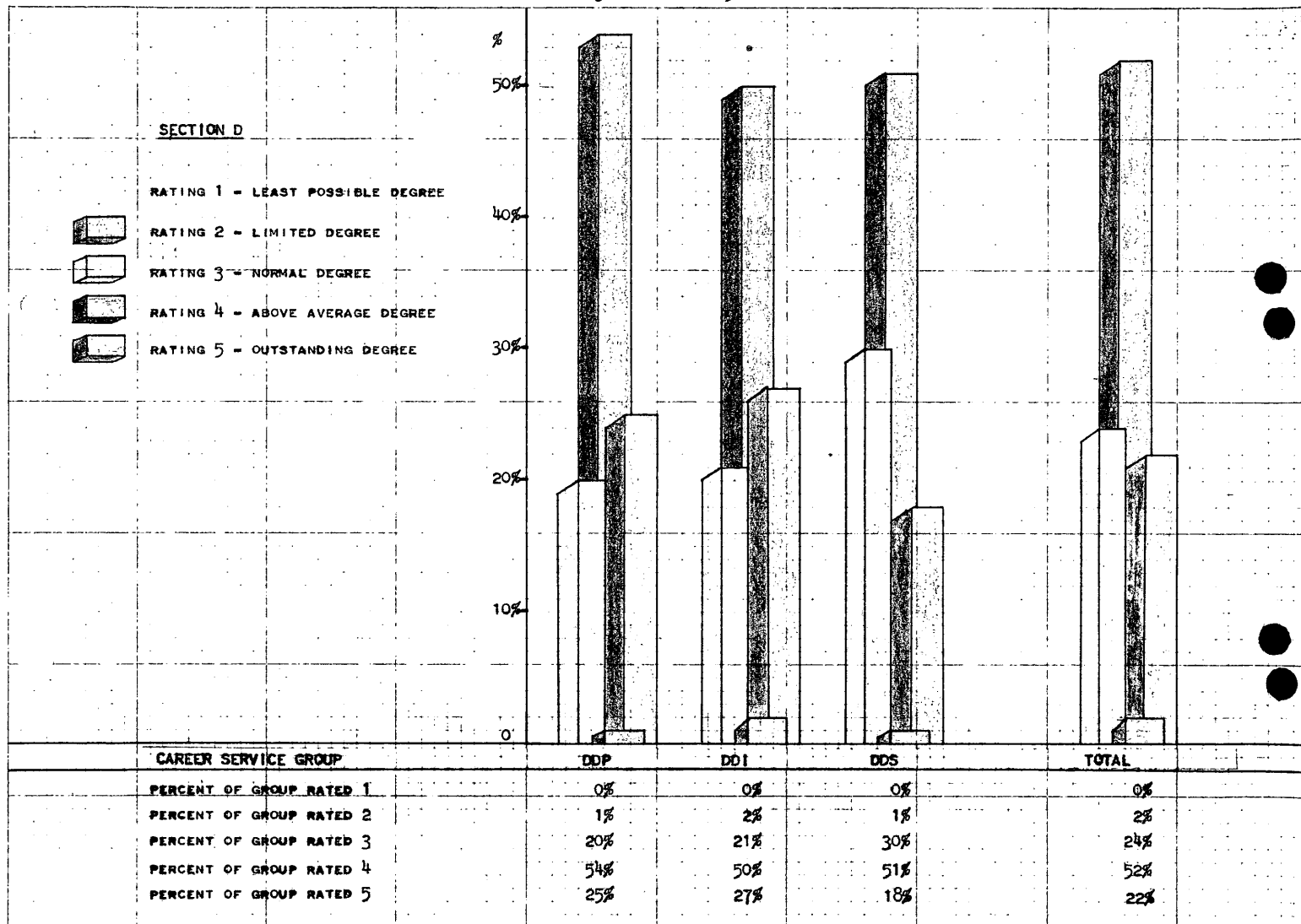
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 DISTRIBUTION BY CAREER SERVICE OF FITNESS REPORT RATINGS DESCRIPTIVE OF THE EMPLOYEE
 GS-3 THROUGH GS-15



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DISTRIBUTION BY GRADE GROUP FOR RELEASE 2001/08/29 : CIA-RDP78-03578A000700080010-7

SECTION D

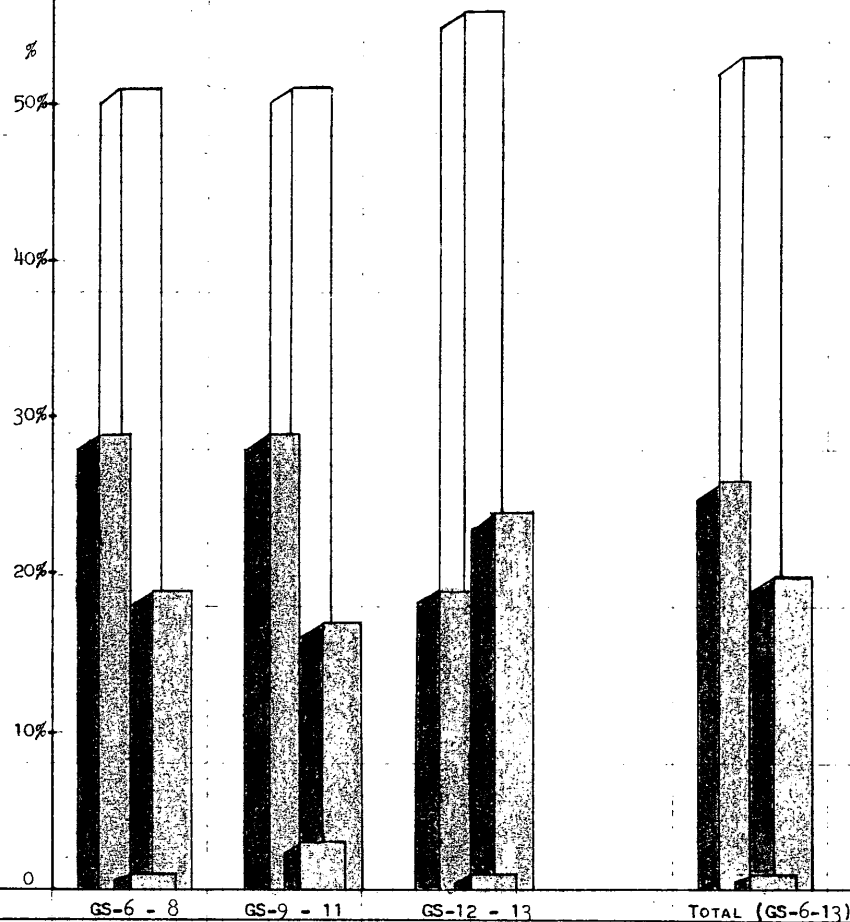
RATING 1 - LEAST POSSIBLE DEGREE

RATING 2 - LIMITED DEGREE

RATING 3 - NORMAL DEGREE

RATING 4 - ABOVE AVERAGE DEGREE

RATING 5 - OUTSTANDING DEGREE



GRADE GROUPS	GS-6 - 8	GS-9 - 11	GS-12 - 13	TOTAL (GS-6-13)
PERCENT OF GROUP RATED 1	0%	0%	0%	0%
PERCENT OF GROUP RATED 2	1%	3%	1%	1%
PERCENT OF GROUP RATED 3	29%	29%	19%	26%
PERCENT OF GROUP RATED 4	51%	51%	56%	53%
PERCENT OF GROUP RATED 5	19%	17%	24%	20%

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Next 1 Page(s) In Document Exempt

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FITNESS REPORT						EMPLOYEE SERIAL NUMBER		
SECTION A GENERAL								
1. NAME (Last) (First) (Middle)				2. BIRTH DATE		3. SEX	4. GRADE	
5. SERVICE DESIGNATION		6. OFFICIAL POSITION TITLE				7. OFF/DIV/BR OF ASSIGNMENT		
8. CAREER STAFF STATUS				9. TYPE OF REPORT				
<input type="checkbox"/> NOT ELIGIBLE		<input type="checkbox"/> MEMBER		<input type="checkbox"/> DEFERRED		<input type="checkbox"/> INITIAL		
<input type="checkbox"/> PENDING		<input type="checkbox"/> DECLINED		<input type="checkbox"/> DENIED		<input type="checkbox"/> ANNUAL		
10. DATE REPORT DUE IN O.P.		11. REPORTING PERIOD (From- To-)		SPECIAL (Specify)				
SECTION B EVALUATION OF PERFORMANCE OF SPECIFIC DUTIES								
List up to six of the most important specific duties performed during the rating period. Insert rating number which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).								
1 - Unsatisfactory		2 - Barely adequate		3 - Acceptable		4 - Competent		
5 - Excellent		6 - Superior		7 - Outstanding				
SPECIFIC DUTY NO. 1				RATING NO.	SPECIFIC DUTY NO. 4			
SPECIFIC DUTY NO. 2				RATING NO.	SPECIFIC DUTY NO. 5			
SPECIFIC DUTY NO. 3				RATING NO.	SPECIFIC DUTY NO. 6			
SPECIFIC DUTY NO. 4				RATING NO.	SPECIFIC DUTY NO. 7			
SECTION C EVALUATION OF OVERALL PERFORMANCE IN CURRENT POSITION								
Take into account everything about the employee which influences his effectiveness in his current position - performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the rating number in the box corresponding to the statement which most accurately reflects his level of performance.								
1 - Performance in many important respects fails to meet requirements. 2 - Performance meets most requirements but is deficient in one or more important respects. 3 - Performance clearly meets basic requirements. 4 - Performance clearly exceeds basic requirements. 5 - Performance in every important respect is superior. 6 - Performance in every respect is outstanding.							RATING NO. <div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 auto;"></div>	
SECTION D DESCRIPTION OF THE EMPLOYEE								
In the rating boxes below, check (X) the degree to which each characteristic applies to the employee								
1 - Least possible degree		2 - Limited degree		3 - Normal degree		4 - Above average degree		
5 - Outstanding degree								
PERSONAL CHARACTERISTICS						NOT APPLI-CABLE	NOT OB-SERVED	
GETS THINGS DONE								
RESOURCEFUL								
ACCEPTS RESPONSIBILITIES								
CAN MAKE DECISIONS ON HIS OWN WHEN NEED ARISES								
DOES HIS JOB WITHOUT STRONG SUPPORT								
FACILITATES SMOOTH OPERATION OF HIS OFFICE								
WRITES EFFECTIVELY								
SECURITY CONSCIOUS								
THINKS CLEARLY								
DISCIPLINE IN ORIGINATING, MAINTAINING AND DISPOSING OF RECORDS								
OTHER (Specify):								
SEE SECTION 12 ON REVERSE SIDE								

SECTION E

NARRATIVE DESCRIPTION OF MANNER OF JOB PERFORMANCE

Stress strengths and weaknesses demonstrated in current position. Indicate suggestions made to employee for improvement of his work. Give recommendations for his training. Describe, if appropriate, his potential for development and for assuming greater responsibilities. Amplify or explain, if appropriate, ratings given in SECTIONS B, C, and D to provide the best basis for determining future personnel actions.

SECTION F

CERTIFICATION AND COMMENTS

1. BY EMPLOYEE

I certify that I have seen this Fitness Report.

DATE SIGNATURE OF EMPLOYEE

2. BY SUPERVISOR

MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION

IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION

IF REPORT IS NOT BEING MADE AT THIS TIME, GIVE REASON.

EMPLOYEE UNDER MY SUPERVISION LESS THAN 90 DAYS

REPORT MADE WITHIN LAST 90 DAYS

OTHER (Specify):

DATE OFFICIAL TITLE OF SUPERVISOR TYPED OR PRINTED NAME AND SIGNATURE

3. BY REVIEWING OFFICIAL

I WOULD HAVE GIVEN THIS EMPLOYEE ABOUT THE SAME EVALUATION.

I WOULD HAVE GIVEN THIS EMPLOYEE A HIGHER EVALUATION.

I WOULD HAVE GIVEN THIS EMPLOYEE A LOWER EVALUATION.

I CANNOT JUDGE THESE EVALUATIONS. I AM NOT SUFFICIENTLY FAMILIAR WITH THE EMPLOYEE'S PERFORMANCE.

COMMENTS OF REVIEWING OFFICIAL

DATE OFFICIAL TITLE OF REVIEWING OFFICIAL TYPED OR PRINTED NAME AND SIGNATURE

SECRET

(When Filled In)

FITNESS REPORT

EMPLOYEE SERIAL NUMBER

SECTION A

GENERAL

1. NAME (Last) (First) (Middle)			2. DATE OF BIRTH	3. SEX	4. GRADE	5. SD
6. OFFICIAL POSITION TITLE			7. OFF/DIV/BR OF ASSIGNMENT		8. CURRENT STATION	
9. CHECK (X) TYPE OF APPOINTMENT			10. CHECK (X) TYPE OF REPORT			
<input type="checkbox"/> CAREER	<input type="checkbox"/> RESERVE	<input type="checkbox"/> TEMPORARY	<input type="checkbox"/> INITIAL		<input type="checkbox"/> REASSIGNMENT SUPERVISOR	
<input type="checkbox"/> CAREER-PROVISIONAL (See Instructions - Section C)			<input type="checkbox"/> ANNUAL		<input type="checkbox"/> REASSIGNMENT EMPLOYEE	
<input type="checkbox"/> SPECIAL (Specify):			<input type="checkbox"/> SPECIAL (Specify):			
11. DATE REPORT DUE IN O.P.			12. REPORTING PERIOD (From- to-)			

SECTION B

PERFORMANCE EVALUATION

- W - Weak** Performance ranges from wholly inadequate to slightly less than satisfactory. A rating in this category requires positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section C.
- A - Adequate** Performance meets all requirements. It is entirely satisfactory and is characterized neither by deficiency nor excellence.
- P - Proficient** Performance is more than satisfactory. Desired results are being produced in a proficient manner.
- S - Strong** Performance is characterized by exceptional proficiency.
- O - Outstanding** Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.

SPECIFIC DUTIES

List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).

SPECIFIC DUTY NO. 1	RATING LETTER
SPECIFIC DUTY NO. 2	RATING LETTER
SPECIFIC DUTY NO. 3	RATING LETTER
SPECIFIC DUTY NO. 4	RATING LETTER
SPECIFIC DUTY NO. 5	RATING LETTER
SPECIFIC DUTY NO. 6	RATING LETTER

OVERALL PERFORMANCE IN CURRENT POSITION

Take into account everything about the employee which influences his effectiveness in his current position such as performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, and particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the letter in the rating box corresponding to the statement which most accurately reflects his level of performance.

RATING LETTER

SECRET

SECTION C

NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to overall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain ratings given in Section B to provide best basis for determining future personnel action. Manner of performance of managerial or supervisory duties must be described, if applicable.

SECTION D

CERTIFICATION AND COMMENTS

1. BY EMPLOYEE		
<i>I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT</i>		
DATE	SIGNATURE OF EMPLOYEE	
2. BY SUPERVISOR		
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION	
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
3. BY REVIEWING OFFICIAL		
COMMENTS OF REVIEWING OFFICIAL		
DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND SIGNATURE

DIRECTIONS FOR COMPLETING FORM 45, FITNESS REPORT

GENERAL

1. POLICY

It is Organization policy to inform employees of the effectiveness of their work performance. Organization policy also requires that supervisors record at least once each year their opinions and evaluations of the work performance of employees under their jurisdiction. Evaluations will also be made whenever it is necessary or desirable to provide Organization management with information which may be pertinent to future personnel actions affecting these individuals. [REDACTED] outlines policies concerning the requirements for submitting initial, annual, reassignment and special reports, showing the report to the employee and appeals procedure. The Fitness Report, Form 45, is used to record evaluations. However, an evaluation in memorandum form may be substituted for Form 45 for employees in Grades GS-14 and above.

2. SUBMISSION

The Fitness Report will be submitted in duplicate to the Head of the Career Service concerned. The Head of the Career Service will retain one copy and will forward the original to the Office of Personnel.

3. INITIAL REPORT

A Fitness Report will be prepared for each employee as of nine months after his entrance on duty with the Organization. An initial report need not be made when a Fitness Report has already been made for some other purpose within 90 days prior to the due date of the initial report. The initial report is of particular importance in providing a record of the supervisor's evaluation of the employee before the employee has completed his twelve-month trial period. An initial report may be deferred for a period not to exceed 30 days beyond the due date to provide the supervisor with additional time to evaluate an employee who has been under his jurisdiction for less than 90 days.

4. ANNUAL REPORT

A Fitness Report will be prepared annually for each employee, except when a Fitness Report has been made for some other purpose within 90 days prior to the due date of the annual report. An annual report may be deferred until the employee has been under the jurisdiction of the supervisor for 90 days.

SCHEDULE FOR SUBMISSION OF ANNUAL REPORTS

GRADES	FOR PERIOD ENDING	DUE IN OFFICE OF PERSONNEL	
		FROM HEADQUARTERS	FROM FIELD
GS-1 through GS-5	31 March	30 April	31 May
GS-6 through GS-8	30 June	31 July	31 August
GS-9 through GS-11	30 September	31 October	30 November
GS-12 and GS-13	31 December	31 January	28 February
GS-14 and above	31 March	30 April	31 May

5. REASSIGNMENT REPORT

Supervisors will prepare a Fitness Report when the supervisor is changed by the reassignment of the employee or the super-

visor. When the supervisor is reassigned and has numerous reassignment reports to prepare he needs to complete only Section B of the report.

DIRECTIONS FOR COMPLETING FORM 45, FITNESS REPORT

SECTION A — GENERAL

The items of this section should be completed by the appropriate administrative or personnel officer. Special instructions for completing or omitting items of this part of the report should be carefully observed on Field Transmittal — Fitness Report, Form 45a.

SECTION B — EVALUATION OF PERFORMANCE OF SPECIFIC DUTIES AND OF OVERALL PERFORMANCE

Rating Scale

The rating scale as set forth in this section in Form 45, Fitness Report, is to be used to reflect evaluation of Specific Duties and of Overall Performance. In making your selection of the adjective evaluation for Section B and in completion of the narrative in Section C the following factors should be considered as appropriate:

Cost Consciousness	Mobility
Security Consciousness	Initiative
Ability to Think Clearly	Versatility
Supervisory Effectiveness	Productivity
Acceptance of Responsibility	Decisiveness
Foreign Language Competence	Resourcefulness
Effectiveness of Oral Expression	Cooperativeness
Effectiveness of Written Expression	Records Discipline

Rating of Performance of Specific Duties

In this section the supervisor will list in order of importance the most significant duties the employee has performed during the rating period. Each duty shall be described in sufficient detail to provide information which may be useful later in considering individuals for other assignments. Your evaluation should be recorded by entering the appropriate letter in the box provided for your evaluation of each duty.

Rating of Overall Performance in Current Position

In making this rating the supervisor should take into account the employee's conduct on the job as well as his performance on all specific duties. Each supervisor will weigh these factors in his own mind so as to arrive at a rating which will reflect an employee's overall value on the job.

SECTION C — NARRATIVE COMMENTS

In this section the supervisor describes the employee's demonstrated abilities or deficiencies in the performance of his present job. This may include comments regarding a specific duty by direct reference to that duty. Any relatively high or low

ratings in Section B should be explained or amplified by supporting statements. In addition, the supervisor may comment here on any extenuating circumstances which affect the productivity and effectiveness of the employee. Comment should be made on the relative performance of the person being rated with other people known to the rater doing comparable work. In commenting on the manner of performance of managerial or supervisory responsibilities, abilities and skills in such as the following should be considered:

Delegation of responsibility

Establishment and maintenance of clear lines of authority
Use of personnel, space, equipment, funds, etc.
Formulation and coordination of programs
Developing teamwork

In completing the ratings on Career-Provisional employees comment should be made on the intent, capability and desire of the individual to fulfill the service obligations of the Career Service to which he is assigned.

SECTION D — CERTIFICATION AND COMMENTS

The person being rated may attach to his fitness report a memorandum concerning any part of the report. The memorandum will be attached to the original for inclusion in the Official Personnel Folder.

Reviewing officials are responsible for assuring that all reports made by rating officials under their jurisdiction are consistent and reflect uniform standards of reporting. Through the counseling and supervision of rating officials, reviewing officials can play a major role in improving the operation of the Fitness Report program.

In addition, reviewing officials should as a matter of practice submit a brief narrative evaluation of the performance and potential of the individual being rated, noting the degree to which he is personally familiar with the individual and his work. Even though the reviewing official may not be able to evaluate the individual from firsthand experience with him, it is likely that the reviewing official may be able to contribute useful information concerning future utilization or training of the individual based on the review of his record of performance and assignments.

If the reviewing official is in substantial disagreement with the rating official he should state whether or not he has discussed the evaluation with the rating official and the employee.

When a person departs an overseas station without having been shown his Fitness Report, it is incumbent upon the Career Service to have the report shown to the individual.

Approved For Release 2001/08/29 : CIA-RDP78-03578A000700080010-7

TAB C

Approved For Release 2001/08/29 : CIA-RDP78-03578A000700080010-7

This Notice Expires 1 April 1963

PERSONNEL

STATINTL

REVISED FITNESS REPORTING PROGRAM

1. The Fitness Report Form has been modified to improve its usefulness. Most of the changes in the new Form, a copy of which is attached, respond to recommendations made by supervisors who are experienced in using previous editions. The Form has been shortened and improved to include specific instructions governing the narrative comments about the individual and his job performance and to provide precise definitions of the five adjective ratings. These standards will be used throughout the Agency without alteration or further amplification. I believe that this Form can serve well to record appraisals of the performance of our personnel.

2. The real value of this Form will, of course, be determined by the way in which it is used. Fitness Reports which fail to discriminate are of little value either to management or to the employees concerned. Reports are useful only when they convey meaningful impressions of significant differences in the performance of individuals. Supervisors must prepare reports which are clearly written, timely, and objective in describing the performance of their subordinates. We expect each supervisor at every command echelon will carry out this responsibility to the best of his ability and will be diligent in guiding and evaluating the manner in which this duty is performed by those under his supervision. Success in these efforts to improve the objectivity and usefulness of Fitness Reports will stimulate better personnel management throughout the Agency.

Marshall S. Carter
Lieutenant General, USA
Deputy Director of Central Intelligence

DISTRIBUTION: ALL EMPLOYEES